

**Business and Finance Technology Education Frameworks
2009**

<p style="text-align: center;">Content Standard 1 – Business Management Functions Analyze the management functions and their implementation and integration within the business environment.</p>			
The student will be able to:	Beginning	Intermediate	Advanced
Strand 1 Analyze the planning function.	Learner Expectation Explain planning and why management plans. *Apply the decision-making process to business applications.	Learner Expectation Apply the decision-making process to business applications. Analyze possible outcomes of a decision. Prepare a business plan.	Learner Expectation Discuss the importance of vision, mission, goals, and objectives setting within the context of the business environment. Analyze a business plan. Compare and contrast the planning function to other management functions.
Strand 2 Analyze the organizing function.	Explain the importance of organizing in business.	*Explain reasons for centralizing and decentralizing authority. Describe how the organization provides accountability by delegating authority.	Compare and contrast the organizing function to other management functions.
Strand 3 Analyze the leading/directing function.	Identify leaders and discuss leadership qualities. *Discuss characteristics of effective and ineffective leaders. Define and explain the importance of leadership.	Differentiate between leading and managing. Compare and contrast leadership styles. *Identify the leadership style most appropriate for a given situation.	Analyze management skills for leading and directing at various management levels. Compare and contrast the leading/directing function to the other management functions.
Strand 4 Analyze the evaluating/controlling function.	Describe the evaluating process.	Discuss the importance of the evaluating/controlling function in the business environment.	Determine the evaluating/controlling strategy for a given business situation. Compare and contrast the evaluating/controlling function.

Content Standard 2 – Management Theories Analyze management theories and their application within the business environment			
The student will be able to:	Beginning	Intermediate	Advanced
Strand 1 Analyze management theories.	Learner Expectation Identify and discuss management theories (Taylor, Weber, Follett, McGregor).	Learner Expectation *Identify motivation theories that impact management (Maslow, Herzberg, McClelland).	Learner Expectation Explain how management theories evolved and are interrelated.

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Content Standard 3 – Business Organization Analyze the organization of a business.			
The student will be able to:	Beginning	Intermediate	Advanced
Strand 1 Analyze forms of business ownership.	Learner Expectation Identify and provide examples of the basic forms of business ownership. Identify variations of basic ownership forms.	Learner Expectation *Compare the forms of business ownership.	Learner Expectation Evaluate different forms of ownership as the business evolves.
Strand 2 Management Levels.	*Identify management levels.	Describe the interaction between and among management levels.	Analyze management levels for a specific business.
Strand 3 Organizational Structure.	Describe types of organizational structures.	*Discuss the interrelationships of a variety of organizational structure (line, line and staff, functional). Describe the effects of group dynamics on group decision making and consensus building.	Compare divisional and department structures (customer, geographic, and product). Compare organizational structures (organic, matrix, and mechanistic).

Content Standard 4 – Personal Management Skills
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Develop personal management skills to function effectively and efficiently in a business environment.			
The student will be able to:	Beginning	Intermediate	Advanced
Strand 1 Develop personal management skills to function effectively and efficiently in a business environment.	Learner Expectation Explain the importance of time management. Identify the need for lifelong learning. *Identify effective communication skills.	Learner Expectation Evaluate and modify a time management plan as appropriate. Describe the need for effective communication in business. Describe the advantages and disadvantages of networking to achieve personal goals. Identify available resources for making professional contacts.	Learner Expectation Identify avenues for professional growth. Identify major problems that prevent effective communication in business. Describe the advantages and disadvantages of networking to achieve professional goals.

Content Standard 5 – Ethics and Social Responsibility Examine the role of ethics and social responsibility in decision making.			
The student will be able to:	Beginning	Intermediate	Advanced
Strand 1 Examine the role of ethics and social responsibility in decision making.	Learner Expectation Define ethics. Define code of ethics. *Define business ethics and social responsibility.	Learner Expectation *Explain the importance of ethical standards in conducting business. Describe ethical dilemmas faced by managers. Examine a business code of ethics. Identify the impact of unethical behavior on a business. Identify ways in which a business organization demonstrates social responsibility towards stakeholders.	Learner Expectation Evaluate a business code of ethics. Recognize long-term impact of practicing social responsibility.

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Content Standard 6 – Human Resource Management Describe human resource functions and their importance to an organization's successful operation.			
The student will be able to:	Beginning	Intermediate	Advanced
Strand 1 Analyze human resource planning.	Learner Expectation Define human resource planning. *Identify activities of the human resource unit.	Learner Expectation Analyze how legislation has changed the workplace. Analyze how the impacts of human resource activities help organizations to achieve their goals.	Learner Expectation Examine methods of conducting a needs analysis to determine human resource requirements.
Strand 2 Analyze recruitment and selection.	Identify recruitment sources. Identify selection tools and determine why they are used (interviews, tests, and reference checks).	*Identify legislation affecting the recruitment and selection process (affirmative action, right to privacy, and Americans with Disabilities Act).	Evaluate selection tools based on existing legislation. Evaluate recruitment sources based on existing legislation.
Strand 3 Analyze employee development.	Explain why orientation and training are necessary for successful employee performance.	Discuss why professional development is a shared responsibility between a business and an employee.	Identify the benefits of employee development (workshops, conferences).
Strand 4 Analyze evaluation functions.	*Explain why employees are evaluated. Explain how employees are evaluated.	Identify the impact of performance appraisals on employees and the organization.	Assess the procedures used in the evaluation process. Analyze the impact of performance appraisals on motivation and job performance.

Content Standard 6 – Human Resource Management (continued) Describe human resource functions and their importance to an organization's successful operation.			
The student will be able to:	Beginning	Intermediate	Advanced
Strand 5 Analyze compensation, promotion, benefits and incentives.	*Identify compensation plans, benefit packages, and incentive programs available to employees. Identify advancement opportunities within an organization.	Describe policies and procedures used to determine compensation.	Describe the merits of reassignment and promotion versus hiring from outside. Assess an employee compensation package (wages/salaries and benefits).
Strand 6 Analyze termination and transition.	*Describe legal reasons for terminating employees.	Discuss an organization's responsibility to provide retraining programs and severance packages for displaced or transitioning workers. Describe criteria used to make termination and transition decisions.	Describe programs available to assist employees in transition. Describe the legal implications and processes relating to termination and transition decisions.
Strand 7 Analyze labor relations	Describe and employment contract	*Describe the common elements of a labor contract Outline the procedures involved in the grievance process	Discuss the role of human resource personnel in the collective bargaining process

Content Standard 7 – Organized Labor Describe the role of organized labor and its influence on government and business.			
The student will be able to:	Beginning	Intermediate	Advanced
Strand 1 Describe Labor unions.	Learner Expectation Describe the history of the labor movement and why unions were organized. Describe the collective-bargaining process.	Learner Expectation *Explain the role of labor unions and the process of collective bargaining.	Learner Expectation Describe the process involved in forming, operating, and disbanding labor unions. Describe legal strategies used by labor and management (E.g. strikes, boycotts, layoffs, and lockouts). Discuss the appropriateness and effectiveness of current legislation in protecting workers' rights.

Content Standard 8 – Technology and Information Management Utilize information and technology tools to conduct business effectively and efficiently.			
The student will be able to:	Beginning	Intermediate	Advanced
Strand 1 Analyze e-business.	Learner Expectation Define e-business.	Learner Expectation Explore e-business web sites. *Discuss the advantages and disadvantages of e-business.	Learner Expectation Evaluate an e-business web site. Analyze the impact of e-business on profitability.

Content Standard 9 – Industry Analysis Analyze a business organization's competitive position within the industry.			
The student will be able to:	Beginning	Intermediate	Advanced
Strand 1 Analyze competition and competitive advantage.	Learner Expectation Identify ways businesses compete. Define competitive advantage.	Learner Expectation Compare various forms of competition (pure competition, monopolistic competition, oligopoly, and monopoly). *Describe how various laws (e.g., Sherman Antitrust Act and Robinson-Patman Act) impact competition. Analyze various businesses to determine their competitive advantage.	Learner Expectation Describe the process of conducting an industry analysis. Analyze relative competitive strengths and weaknesses using appropriate tools (e.g., SWOT analysis).

Content Standard 10 – Financial Statement Analyze financial data influenced by internal and external in order to make short term and long-term decisions.			
The student will be able to:	Beginning	Intermediate	Advanced
Strand 1 Analyze financial statements.	Learner Expectation *Describe the purpose of financial statements. Identify sources of financing.	Learner Expectation Interpret the data shown on financial statements (e.g., income statement, balance sheet, cash flow statement, and statement of net worth). Assess the short-term and long-term financial needs of a business.	Learner Expectation Analyze statistical tools useful in making financial decisions.

Content Standard 11 – Operations Management Apply operations management principles and procedures to the design of an operations plan.			
The student will be able to:	Beginning	Intermediate	Advanced
Strand 1 Analyze product design methods.	Learner Expectation Identify methods and tools to design or redesign products.	Learner Expectation Evaluate a product design process.	Learner Expectation
Strand 2 Analyze scheduling methods.	Identify factors used in scheduling and the tools that assist in the process.	Evaluate the effectiveness and efficiency of a production schedule.	
Strand 3 Analyze Inventory Management.	Define inventory control.	Identify methods of inventory control concerns.	Evaluate a system for maintaining inventory control.
Strand 4 Analyze Quality standards.	Explain the concept of quality management and its evolution.	*Explain why high quality and efficiency standards are necessary to compete in the global marketplace.	

Content Standard 12 – Global Perspective Examine the issues of corporate culture and managing in the global environment.			
The student will be able to:	Beginning	Intermediate	Advanced
Strand 1 Analyze legal issues.	Learner Expectation Explain the importance of time management. Identify the need for lifelong learning.	Learner Expectation *Evaluate and modify a time management plan as appropriate. Describe the need for effective communication in business.	Learner Expectation Identify avenues for professional growth. Identify major problems that prevent effective communication in business.
Strand 2 Analyze economic considerations.	Identify effective communication skills.	Describe the advantages and disadvantages of networking to achieve personal goals. Identify available resources for making professional contacts.	Describe the advantages and disadvantages of networking to achieve personal goals.
Strand 3 Analyze workforce diversity.	Discuss and define diversity.	Recognize the similarities and differences among cultures.	Identify strategies for managing a culturally diverse workforce.
Strand 4 Understand global partnering.	Define forms of global partnering (e.g. licensing, joint ventures, exporting, importing, and franchising).	Identify the advantages of a diverse workforce. Analyze the benefits of global partnering.	Analyze business situations to determine opportunities for global partnering.